



# IMA

**U.S. Army Installation  
Management Agency**

# ***Mission***

Provide equitable, effective and efficient management of Army installations worldwide to support mission readiness and execution, enable the well-being of Soldiers, civilians and family members, improve infrastructure, and preserve the environment.



# ***Vision***

The preeminent agency within Department of Defense that produces highly effective, state-of-the-art installations worldwide, maximizing support to people, readiness and transformation.

## Director's Message:

2003 was an historic and decisive year for America's Army and its installations. In the midst of massive transformation, our Soldiers were once again called to battle against the foes of freedom. Undaunted by internal challenges and external threats, our stalwart troops performed gallantly while the Army's transformation continued without missing a beat. A profound aspect of the Army's transformation was the Transformation of Installation Management (TIM) initiative that established the Installation Management Agency (IMA) on 1 October 2002, and put the management of all of the Army's installations under a single corporate body.

The members of the Installation Management Agency take great pride in the realization that less than a year before Operation Iraqi Freedom (OIF), our organization was not much more than a thought on paper. And yet, by the time the Army hit the sands of Iraq, IMA was a reality, heavily engaged in providing critical support to Soldiers, families, and DA civilians at home and abroad. Within that short stand-up period, IMA evolved into a corporate agency managing the Army's installations worldwide with a workforce of 78,000 people and budget of over \$8 billion. IMA quickly adjusted to its vital role as a readiness component in the global war on terrorism (GWOT), which enabled warfighting commanders to concentrate on their mission and the multiple warfronts of GWOT, while IMA conducted the day-to-day installation management duties from which they had deployed. IMA proved its mettle by ensuring the installations and the people left behind were cared for without the attention of the deployed commanders, who were rightfully focused on the front.

Given a mandate to: create a corporate structure to manage Army installations to common standards with consistent ways of doing business worldwide; support and enable mission commanders; create new business practices and achieve regional efficiencies; eliminate migration of base support funds into other accounts; integrate the reserve components; and lead Army transformation, IMA moved out aggressively and established initial operational capability (IOC) early on, with realization that the full transition of installation management to this new way would take two years. FY03 was a challenging, building year for IMA, wherein the Army's base support budget and installation management workforce had to undergo a massive transition from the Major Commands (MACOM), where this work had been done, to this new Field Operating Agency (FOA) of the Army Assistant Chief of Staff for Installation Management (ACSIM). The story just begins here -- there is more, much more. This Annual Report provides an overarching perspective of IMA's performance in 2003. This is a historical record of IMA's achievements and failures during its first year, and a testimony of the commitment, dedication, warrior spirit and professionalism of those who served in its ranks at that time. Through their stalwart efforts and perseverance, they contributed significantly to our Army, its infrastructure, its environment, its communities, and its people at a decisive moment in our Nation's history.



MG Anders B. Aadland  
Director,  
Installation Management Agency

## Command Sergeant Major's Message:

The past year has been an incredible experience. After activation in October of 2002, I spent the majority of my time on the road explaining what the Installation Management Agency would mean to the Army's enlisted Soldiers.

During FY02, there were Table of Distribution of Allowances (TDA) implications that challenged IMA with garnering the appropriate workforce to accomplish our mission. For enlisted service members, that meant addressing major concerns related to changing shoulder sleeve insignia, determining who would serve as their Non-Commissioned Officer Efficiency Report (NCOER) rating chain and under what flag Soldiers at garrisons would serve. We've worked to resolve sensitive issues and have reinforced the senior mission command with professional support that keeps IMA as a key member of the mission team. With the selection of the seven region Command Sergeants Major (CSM), and most being in position by June of 2003, the tempo increased as they traveled extensively within their assigned regions, making the most of the single agency concept - one agency with a reach into every Army installation. They have managed to connect the Army's 184 installations.



Our Garrison Commanders Conference in September 2003, hosted by the Southwest Region, was a wonderful event that captured the diversity of membership at garrison level and included as requisite attendees our garrison command sergeants major.

The Installation Management Agency has positioned itself to do as it was tasked and provide the best leadership and management that Soldiers could expect on installations where they live, work, train and play.

Debra L. Strickland  
Command Sergeant Major,  
Installation Management Agency

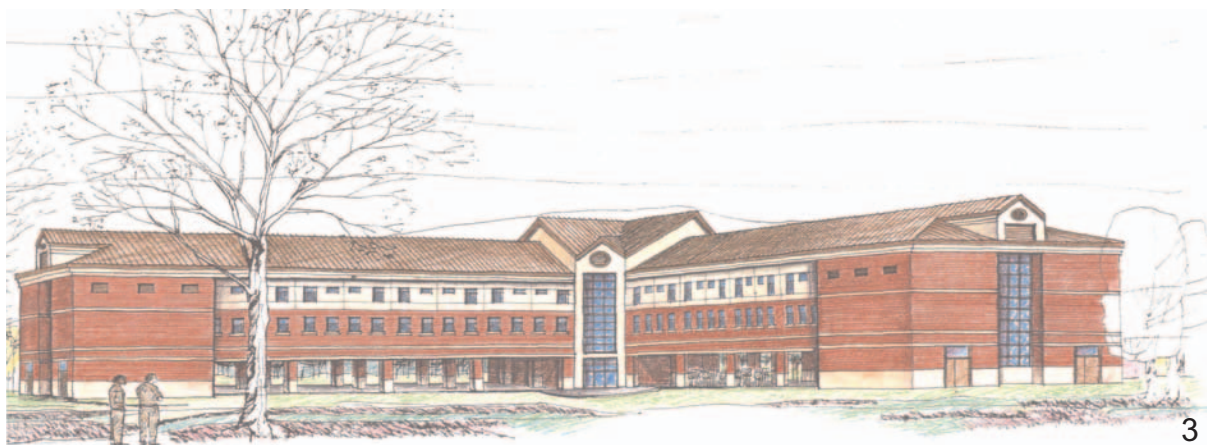


# Table of Contents

<b><i>Who We Are</i></b> -----	<b>4-7</b>
<b><i>Leadership</i></b> -----	<b>8-12</b>
<b><i>Strategic Planning</i></b> -----	<b>13</b>
<b><i>Customer Focus</i></b> -----	<b>14</b>
<b><i>Measurement, Analysis &amp; Knowledge Management</i></b> -----	<b>15</b>
<b><i>Human Resources Focus</i></b> -----	<b>16-18</b>
<b><i>Business Results</i></b> -----	<b>19-26</b>
<b><i>Stalwart Award</i></b> -----	<b>27-28</b>

***“The Army’s installations are our  
flagships for readiness.”***

General Peter J. Schoomaker,  
Chief of Staff, United States Army  
August 2003





# Who We Are

Senior Army leadership created the Installation Management Agency (IMA) as a critical component of the Army's ongoing effort to transform into a more agile and responsive force. Established 1 October 2002, IMA is the single agency responsible for worldwide Army installation management.

IMA is a field operating agency of the Assistant Chief of Staff for Installation Management (ACSIM). The Assistant Secretary of the Army for Installations and Environment (ASA(I&E)) provides policy, programming, and oversight for Department of the Army in matters related to installations and housing programs, environment, safety and occupational health programs (ESOH), as well as privatization and business initiatives. The ASA (I&E) sets the strategic direction to the ACSIM and subordinate organizations for all installation and environment programs and approves related programming, budgeting and annual appropriation spending plans.

IMA was established to ensure equitable delivery of services from installation to

installation in accordance with a common standard. It ensures all stakeholders, including the reserve components, are treated equitably. IMA performs all aspects of installation support to make Army installations a better place to live, work, train, and play.

IMA oversees management responsibilities and operations of 184 Army installations worldwide, over 75,000 military and civilian personnel and a budget exceeding \$8 billions. IMA's power projection and power support capabilities are key enablers in assuring rapid response, reach-back capability and "home team" support as the Army executes combat and security mission requirements.

The IMA team is organized with Headquarters in Arlington, Virginia and seven regions around the world. The four Continental United States (CONUS) regions align with current Federal Management Regions (Federal Emergency Management Agency, Environmental Protection Agency and U.S. Army Reserve Regional Support Commands). Overseas regions are located in Europe, Korea, and the Pacific.

## IMA WORLDWIDE OFFICES

### HEADQUARTERS:

Arlington Virginia

### REGION OFFICES

#### **Europe:**

Heidelberg, Germany

#### **Korea:**

Yongsan, Korea

#### **Northeast:**

Ft. Monroe, Virginia

#### **Northwest:**

Rock Island Arsenal, Illinois

#### **Pacific:**

Ft. Shafter, Hawaii

#### **Southeast:**

Ft. McPherson, Georgia

#### **Southwest:**

Ft. Sam Houston, Texas



# IMA Timeline: *Countdown to Activation*

<b>June 2001</b>	Secretary of the Army Thomas E. White establishes the Headquarters, Department of the Army Realignment Task Force to review headquarters functions.
<b>September 2001</b>	Terrorists attack New York City and Washington D.C.--The Global War on Terrorism (GWOT) begins.
<b>October 2001</b>	Secretary White approves the task force recommendation to centralize installation management.  IMA is at Initial Operating Capability (IOC).  Beginning of Operation Enduring Freedom.
<b>November 2001</b>	An informal task force of experts representing all base operations support service functions meets to analyze the process of implementing the transformation of installation management initiative.
<b>March 2002</b>	Secretary of the Army announces the location of the seven IMA regions.  Under the direction of Mr. Philip E. Sakowitz, Jr., the Transformation of Installation Management (TIM) Task Force officially stands up in Arlington, Virginia.
<b>April 2002</b>	The TIM Task Force stands up an Organization and Operations (O&O) Plans Validation Team to verify all concepts in operation and staffing for the Installation Management Agency remain consistent with the leadership intent.
<b>May 2002</b>	Major Commands (MACOMs) form local task forces to facilitate standing up IMA's region offices.
<b>August 2002</b>	On 12 August MG Anders B. Aadland arrives at IMA Headquarters to serve as Director, Installation Management Agency.  Secretary White signs U.S. Army General Orders No. 4, officially establishing IMA as a Field Operating Agency (FOA) of the Assistant Chief of Staff for Installation Management (ACSIM).
<b>October 2002</b>	Secretary of the Army hosts the IMA Activation Ceremony, officially activating the new Agency 1 October 2002.

**"In terms of institutional transformation, the Installation Management Agency implements best business practices into how we run our installations and communities. It is simply a smarter way to do business."**

Secretary of the Army,  
Thomas E. White



# IMA Timeline: *Our First Year*

**October 2002**

The seven IMA regions host official activation ceremonies.

IMA funds are managed by Major Command (MACOM) “bankers”.

The Installation Management Board of Directors (IMBOD) conducts an inaugural meeting on 15 October.

**February 2003**

IMA hosts first Senior Leadership Offsite to create IMA’s mission and vision statement and to start developing a strategic plan.

IMA conducts second Leadership Offsite to further define IMA strategic plan goals and objectives.

**March 2003**

On March 6, the Special Installation Study (SIS) Task Force convenes to define the roles and responsibilities of the Agency as outlined in General Orders No. 4, with respect to the non-Operations and Maintenance, Army/Operations and Maintenance, Army Reserve funded installations.

March 19--beginning of Operation Iraqi Freedom (OIF).

**April 2003**

On 21 April the Standard Garrison Organization (SGO) Task Force officially stands up.

On 28 April General John M. Keane, Vice Chief of Staff of the Army, approves the Army Installation Design Standards (IDS).

Productivity Management Program implemented.

**August 2003**

On 6 August, General Keane, Vice Chief of Staff of the Army, approves Army Baseline Services (ABS).

IMA Headquarters celebrates Organization Day.

**September 2003**

IMA hosts first Garrison Commanders Conference in San Antonio, Texas.

Eight individuals receive the IMA Stalwart Award.

On 29 September--Special Installation Study (SIS) Task Force publishes final report.

**October 2003**

IMA celebrates one-year anniversary.



***"Establishment of the Installation Management Agency (IMA) is an historic, comprehensive change for the Army that will allow us to enhance quality of life for our Soldiers, enable our tactical units to focus on training, deployment and operations, strengthen our readiness to prevail in every mission, and lay a solid foundation for successful execution of the Army Transformation."***

MG Anders B. Aadland  
Director,  
Installation Management Agency



# Who We Are

## **IMA: Leading Change for Installation Excellence**

*In FY03 IMA demonstrated commitment to STANDARDS, SOLDIERS, FAMILIES, READINESS and PARTNERSHIPS:*

### **STANDARDS**

- Army established common standards for infrastructure and services:
  - Installation Design Standards (IDS)
  - Army Baseline Services (ABS)
- IMA developing Common Levels of Support (CLS) to enable uniform delivery of installation services within available funding levels.
- Eliminate "Haves" and "Have-nots."
- Standardize Installation Design Guides for all Installation Master Plans.

### **SOLDIERS**

- Ensure Army installations, around the world, are 1st class places for our 1st class Soldiers to work, train, live and play.
- Meet Soldiers' expectations—provide a renewed sense of community, pride, safety and security to all installations.
- Enhance Soldier readiness and well-being through equitable standards and commitment of base support resources.

### **FAMILIES**

- Provide integrated, coordinated and equitable MWR/Family/Lodging support across all Army installations.
- Ensure rapid, flexible response to the special needs of families impacted by an Army at war—they are never alone.
- IMA is the "stay home" team that cares for Army communities and families and allows warfighting commanders to focus on the mission.
- Support 250,000 families and 470,000 children around the world.

### **READINESS**

- Force Protection: Centrally managed execution of security guard contracts which released Soldiers from gates of many Army installations.
- Mobilization & Deployment support of the war against terrorism: Operate the Army's power projection platforms and do our part to ensure all active & reserve units and Soldiers are ready to fight.
  - Individual equipment cross-leveling worldwide
  - CONUS support base on garrison team
  - Quick response to needs/priorities of deploying or redeploying tactical commanders

### **PARTNERSHIPS**

- Partnerships with Army Network Enterprise Technology Command (NETCOM), Army Contracting Agency (ACA), Personnel Command (PERSCOM), Army Environmental Center (AEC), Army Community and Family Support Center (CFSC) and the U.S. Army Corps of Engineers (USACE) enable efficiencies worldwide.



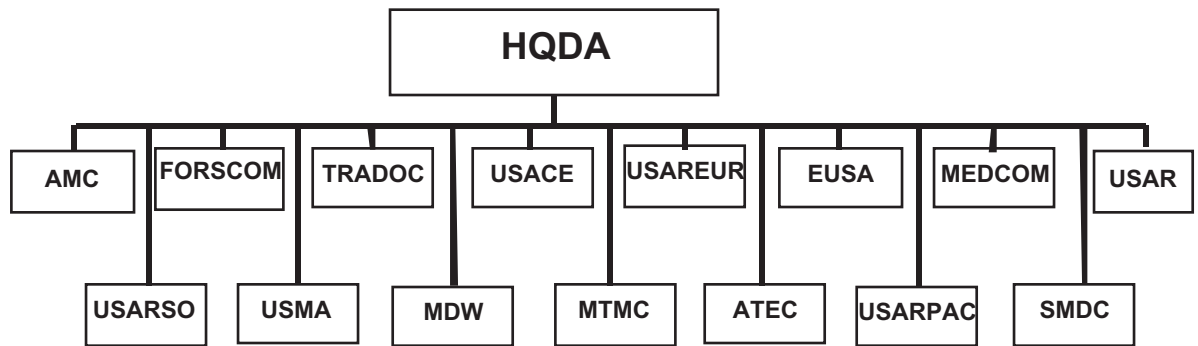
# Leadership

Before IMA there were 15 Major Commands (MACOMs) responsible for base support. Commanders had full authority to execute Operational Tempo (OPTEMPO) and Base Support Funds to accomplish their mission. However, this structure led to great inequity throughout the Army. There existed no common standards for garrison commanders. Facilities—housing, recreation and infrastructure were vastly different; the migration of support dollars from its intended use was too large. There

were too many military personnel spending time away from mission duties to accomplish garrison support requirements.

The creation of the Installation Management Agency is a profound commitment by Army leaders to address long-standing installation management challenges and enhance the well-being of Soldiers, families and civilians. Under IMA, the direct management of installation support dollars will ensure funds are used for intended purposes.

## Before IMA :

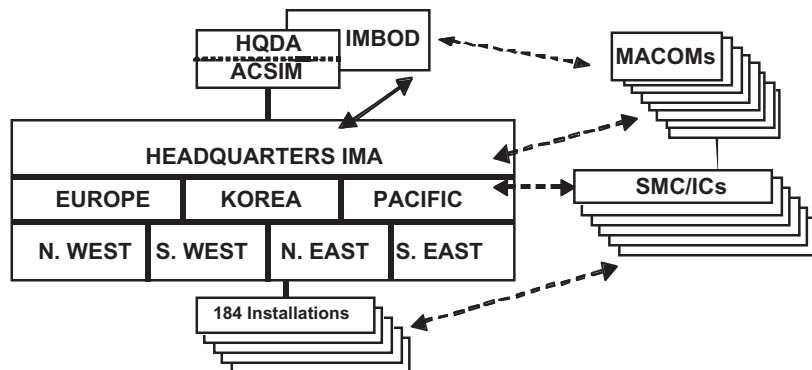


### MAJOR COMMANDS (MACOMs):

AMC: Army Materiel Command  
 FORSCOM: Forces Command  
 TRADOC: Training and Doctrine Command  
 USACE: U.S. Army Corps of Engineers  
 USAREUR: U.S. Army Europe  
 EUSA: Eighth U.S. Army  
 MEDCOM: Medical Command

USAR: U.S. Army Reserve  
 USARSO: U.S. Army South  
 USMA: U.S. Military Academy  
 MDW: Military District of Washington  
 MTMC: Military Traffic Management Command  
 ATEC: Army Test and Evaluation Command  
 USARPAC: U.S. Army Pacific  
 SMDC: Space and Missile Defense Command

## With IMA :



### Key:

HQDA: Headquarters, Department of the Army  
 SMC: Senior Mission Commander  
 IC: Installation Commander  
 IMBOD: Installation Management Board of Directors  
 ACSIM: Assistant Chief of Staff for Installation Management

# Leadership



Since IMA's official activation, MG Aadland, director of the Installation Management Agency, has focused on creating a vision, establishing clear quality goals, and challenging the staff at all levels to develop systems and methods to improve both the efficiency and effectiveness of installation services worldwide.

MG Aadland inspired the IMA staff by taking every opportunity to talk about what he envisioned IMA becoming and by empowering staff to contribute to making the IMA vision a reality. IMA recognizes the role and the value people have in organizational effectiveness and mission accomplishment. In order to maintain and develop a competitive, highly qualified, diverse and representative workforce MG Aadland is committed to total human resource utilization. IMA's Strategic Plan goals will ensure Equal Employment Opportunity is translated into every day doctrine and practice and IMA leadership is dedicated to making those principles a fundamental part of the Agency's culture.

Senior leadership aggressively ensures success is recognized, rewarded and celebrated. During the first IMA Garrison Commanders Conference, held in San Antonio in September 2003, MG Aadland unveiled the IMA Stalwart Award to recognize the outstanding work done by IMA employees throughout the world.

Open communication and positive working relationships characterize IMA teams. Leadership encourages teamwork by maintaining an open information flow.

MG Aadland instituted a direct means to communicate with the IMA garrison commanders via his Network Calls (NETCALLs). NETCALLs are electronically distributed directly to garrison commanders to provide guidance and strategic alignment.

IMA Headquarters ensures cross-fertilization Army-wide. Under IMA's single agency concept the headquarters staff and region offices share ideologies and resources in championing the issues that emerge during day-to-day operations. IMA Headquarters implements policies and standards for installations worldwide, and region offices execute and enforce the standards across the board. Region offices are aligned geographically to allow the Army to take advantage of similarities like privatization of utilities and Residential

Communities Initiative (RCI) housing that are conducive to regional management.

IMA leadership is committed to finding common ways of doing business. Performance metrics, cross-walked from the Army Baseline Standards (ABS), are under development to measure METL accomplishment at both the regions and garrisons. IMA is developing Common Levels of Support (CLS) to provide garrison commanders definitive guidance for delivering equitable support Army-wide. In April 2003 Installation Design Standards (IDS) were approved by General John M. Keane, Vice Chief of Staff of the Army. These standards provide the framework for IMA's Installation Design Guide (IDG).



## **Remember When...**

***At the 2003 Army Communities of Excellence Awards, General Jack Keane, Vice Chief of Staff of the Army said he was tired of visiting installations and "seeing the Haves and the Have-nots."***

***Secretary of the Army White, General Keane and other leaders involved with creating the IMA understood the only way to ever eliminate the differences between installations would be to centralize management and funding resources.***

***To quote General Keane again, "We fight decentralized and we train decentralized, but what we have to do is run our business practices centralized."***



# Leadership

General Orders No. 4 created the Installation Management Board of Directors (IMBOD) to provide strategic guidance and serve as the principal committee that adjudicates issues pertaining to installation activities.

In addition, the Installation Management Board of Directors (IMBOD) is responsible for proposing major management strategies, plans, and programs pertaining to Army installations. The IMBOD is responsible to the Secretary of the Army for identifying required policy changes for Army Staff development and Secretary of the Army approval.

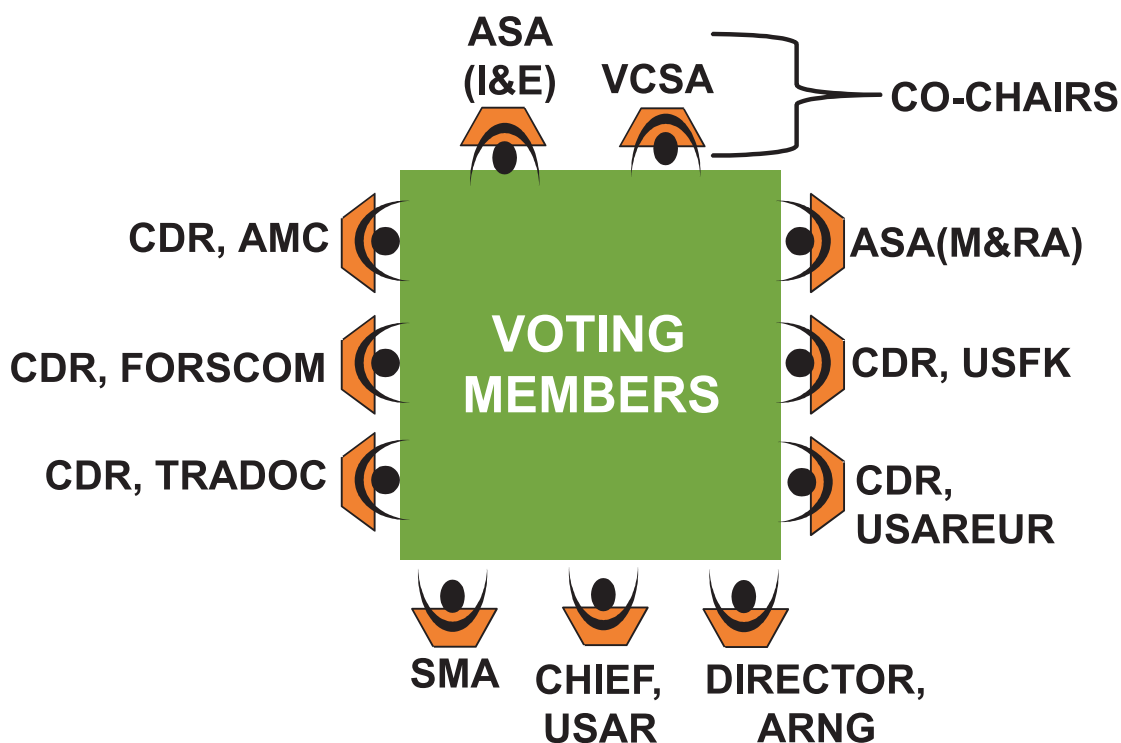
The Vice Chief of Staff of the Army and the Assistant Secretary of the Army for Installations and Environment co-chair the IMBOD. Other members include Assistant Secretary of the Army for Manpower and Reserve Affairs; senior MACOM commanders (Four Stars); Sergeant Major of the Army; Chief, Army Reserves; and Director, Army National Guard. The Director, IMA is the Executive Secretary for the IMBOD.

The board convened twice in FY03 (15 October 02 and 10 February 03). At these

meetings board members discussed compelling installation management issues such as Global War on Terrorism, mobilization and deployment, base support funding, POM input, performance management review, and installation standards.

In response to an IMBOD directive, IMA leadership developed a Standard Garrison Organization (SGO) template. The SGO provides a standard garrison structure with consistent functions and processes to manage our installations consistently to common standards. Upon movement to a new station, the Soldier and family will already be familiar with the garrison organization, will know what office to go to for specific services he/she requires, and will know the level of service support to expect. The SGO will enable the Army to direct resources equitably across the garrisons, while realizing efficiencies from best business practices, which can be uniformly implemented as standard operating procedures. SGO is targeted for implementation across the Army by the end of FY06.

The Director, IMA provides official updates to board members on IMBOD initiatives.





# HQ Leaders - FY03



**MG Anders B. Aadland**  
Director



**Mr. Philip E. Sakowitz, Jr.**  
Principal Deputy Director



**Mr. John L. Miller**  
Deputy Director,  
Resource Management



**COL Robert W. Ralston**  
Chief of Staff  
(June 02-August 03)



**COL Steve T. Wilberger**  
Chief of Staff



**CSM Debra L. Strickland**  
Command Sergeant Major



**COL Kurt A. Weaver**  
Chief, Operations Division  
(August 02-January 03)



**COL Thomas E. Sittnick**  
Chief, Operations  
Division



**Mr. Larry J. Olson**  
Chief, Human Resources  
Division



**Mr. Stanley C. Shelton**  
Chief, Plans Division



**COL Del C. Fougner**  
Chief, U.S. Army Reserve  
Division (April 02-May 03)



**COL Joseph W. Aldridge**  
Chief, U.S. Army  
Reserve Division



# IMA Region Directors - FY03

## EURO



Mr. Russell B. Hall  
Director, Europe Region

## KORO



BG John A. Macdonald  
Director, Korea Region

## NERO



Ms. Diane M. Devens  
Director, Northeast Region

## NWRO



Mr. J. Randall Robinson  
Director, Northwest Region

## PARO



Mr. Stanley E. Sokoloski  
Director, Pacific Region

## SERO



Mr. Joseph H. Plunkett  
Director, Southeast Region

## SWRO



Mr. Hugh M. Exton, Jr.  
Director, Southwest Region

## Seven Regions Around the World



# Strategic Planning

The Army vision recognizes high quality people, innovative leadership, and integration of state-of-the-art systems are needed to manage installations to support Army families and prepare our warfighters for the challenges they face in future battlespace.

IMA personnel continuously demonstrate the ability to translate program “vision” into executable plans. The strategic plan, published in March 2003, is the culmination of an extensive process involving IMA leadership, staff, stakeholders, and customers. It articulates a vision for IMA, as well as general direction and specific actions on how IMA will achieve success. It defines the IMA values, and mission at each level of the headquarters, regions, and garrisons. During the strategic planning process, IMA leaders identified five strategic goals and supporting objectives (See below).

These goals and objectives have and will continue to drive IMA actions and decisions. Programs, policies, and resources are aligned with these goals.

As with other world-class programs, IMA leadership is committed to a vigorous ongoing strategic planning process. This ongoing process involves reviewing mandates, understanding stakeholder concerns, and taking a step back to look at the IMA operating environment. This ensures the IMA strategic plan maintains an intense focus on performing against valid strategic objectives. The strategic plan, as it has cascaded throughout IMA, has helped channel energies, abilities, and specific knowledge held by people throughout IMA, towards achieving IMA’s long-term strategic goals.

## **Goal 1: Manage installations equitably, effectively and efficiently**

- 1.1: Continuously implement best business practices across Army installations
- 1.2: Shape the organization to reflect innovation
- 1.3: Deliver installation management/services to universal standards Army-wide

## **Goal 2: Enable the well being of the Army’s people**

- 2.1: Aggressively support and implement all well-being programs that fall under the purview of the garrison commander
- 2.2: Enhance sense of community by providing quality infrastructure, quality services and safe environment to live, work, train and play

## **Goal 3: Provide sound stewardship of resources**

- 3.1: Improve financial performance
- 3.2: Implement performance-based budgeting
- 3.3: Preserve the environment

## **Goal 4: Deliver superior mission support to all organizations**

- 4.1: Achieve full awareness of and support for all stakeholder/customer needs
- 4.2: Meet Contingency requirements
- 4.3: Participate in Army Transformation and execution

## **Goal 5: Develop and sustain an innovative, team-spirited, highly capable, service-oriented work FORCE**

- 5.1: Instill Army and IMA values throughout the workforce
- 5.2: Shape the workforce
- 5.3: Manage a centralized workforce and organizational training and education program
- 5.4: Implement workforce policies to become an employer of choice



## Strategic Communications

In FY03, IMA's strategic communications team worked with the Office of the Chief of Public Affairs (OCPA) and with the Office of the Chief of Legislative Liaison (OCLL) to educate audiences about IMA's mission, purpose, design and function. The initial campaign focused on educating constituents about IMA's mission and informing everyone about IMA's official activation. As part of the effort, IMA launched a public website, created a protected site on Army Knowledge Online, disseminated weekly and monthly electronic updates, conducted regional tours, coordinated IMA participation in

over 100 conferences and events, conducted leadership briefings and presentations, issued publications, wrote articles, disseminated press releases, activated Public Affairs Offices throughout the regions and developed a strategic communications cell within the Plans division of IMA Headquarters.

Under the direction of MG Aadland, the strategic communications team coordinated with divisions to produce monthly newsletters. The newsletters were electronically distributed through chains of commands.

### Key Messages of FY03

1. The Installation Management Agency enhances the well being of our Army families by establishing a corporate system where resources and services are more equitably distributed among installations.
2. IMA supports the Global War on Terrorism by enhancing readiness, supporting mobilization and allowing installations to adapt rapidly to the changing needs of the force.
3. IMA creates a corporate structure that enables the Army to implement better business practices worldwide.
4. IMA brings together all base support services to ensure America's fighting force is well trained, well fed, well equipped and well cared for in an environment where quality of life and work are equally important.
5. Common methods and standards of installation management will eliminate "Have" and "Have-nots" and distribute base support resources to where they are most needed.





# Measurement, Analysis & Knowledge Management



## Common Standards

On 28 April 2003, General John M. Keane, Vice Chief of Staff of the Army, approved the Army Installation Design Standards (IDS). These are the mandatory common facility and infrastructure standards for all Army installations. IDS is designed to serve as a model from which Army installations, using the required Army standards and guidelines given throughout, can build their installation specific Installation Design Guide (IDG), as a tool for implementing the Army Installation Design Standards. The IDG, in conjunction with mission requirements and technical designs and specifications, defines the requirements for an installation's maintenance, repair and construction projects. When executed, these projects will improve the functional and visual aspects of our Army installations.

## Army Baseline Services

On 6 August 2003, General John M. Keane, Vice Chief of Staff of the Army, approved the new Army Baseline Services (ABS) standards and metrics. The "green-level" within ABS established the target standards of installation services that the Army aspires to deliver. Each fiscal year, through its budget process, the Department of the Army attempts to obtain funds to match the estimated funding requirement to achieve the "green" service level for all ninety-five services. In the event the Army is unable to fully fund the services at the "green" level, a mechanism for allocating limited resources equitably across installations and across the various services is required. IMA's mechanism for doing this is Common Levels of Support.

Both the Installation Design Guide (IDG) and Army Baseline Services (ABS) will institute a

benchmark for all Army installations, standardizing most aspects of installation day-to-day living. Creating standards will comfort troops who are serving abroad, as CLS will assure their families are safe, secure and comfortable back at home.

## Common Levels of Support

IMA is implementing Common Levels of Support (CLS) for all installation services. While still under development, CLS will enable IMA to provide garrison commanders definitive guidance for delivering equitable support to all customers, and to inform those customers about the direct-funded support they can expect across the Army.

## Productivity Management/Activity Based Costing

Key to the Installation Management Agency's mandate to achieve efficiencies is the Productivity Management Program implemented in April 2003. This program establishes a cost management culture at all levels of the agency by requiring quarterly Productivity Improvement Reviews (PIR) beginning at the garrison level in September 2003 and continuing through IMA HQ in January 2004. Army garrisons began implementing Activity Based Costing (ABC) in FY03 to enhance the Productivity Management Program. ABC provides managers clear visibility of the actual costs of key components of the services they deliver. This will be the first major Army-wide implementation of ABC – a key to Army transformation. Garrison commanders may apply the savings achieved through implementing their PIR initiatives to improve service to the agency's customers.





## Partnership with Major Commands (MACOMs)

For the Army to successfully execute its mission, it is imperative that IMA and the major commands work as one Army, one team, in close partnership. Teamwork is one of the reasons region offices are geographically aligned with larger MACOMs. Major Commands have always had two basic missions: the tactical mission and installation operations. These missions remain today. IMA manages installations in support of Army tactical missions. Major commands are no longer directly responsible for the day-to-day “city management” of installations, but they are still engaged in the management process because installations are critical to mission support. Before IMA, installations were structurally managed in 15 different ways by 15 different MACOMs. To create more efficiency, IMA consolidated those 15 ways of running installations into one agency that pools and leverages total Army buying power and conducts business to one standard across the Army. IMA is a win-win situation: Under IMA mission readiness does not compete with installation management resources and Soldier well-being does not compete with the mission.

## Taking Care of People

The movement of approximately 80,000 civilian employees and military members from the 15 land owning MACOMs to the Installation Management Agency (IMA) in October 2002 was a major undertaking. The combined efforts of the IMA HR Division, MACOM Civilian Personnel Directors, Civilian Personnel Operations Centers Management Agency, installation Civilian Personnel Advisory Centers and Military Personnel Offices were instrumental to the success of this initiative.

Stability of the workforce and taking care of people is a top priority of IMA leadership. Initial capitalization in place ensures minimal impact on employees, and phasing workforce

realignment over two years gives IMA leadership ample time to ensure needed skills are in the right location. All positions involved in management of installation services were transferred to IMA. The transformation was functionally transparent at the installation level. The affected employees currently at the major Army commands were capitalized in place. In some cases above installation level, the function will eventually be geographically moved to the region office.

Employees affected through geographical realignment of functions were personally notified, and, over the next two years, have priority to move with their job or take other opportunities in their current location. There was no reduction in force. To keep everyone informed about the transition, chain-teaching materials describing the human resources transition plan were sent to the major commands so they could hold town hall meetings with their people. Town hall meetings were effective in communicating concerns to the workforce.

## Movement of Garrison Workforce

IMA Human Resources staff made significant progress on the transfer of Appropriated Fund (APF) and Non Appropriated Fund (NAF) employees to IMA. A Letter of Instruction (LOI) was issued by Headquarters, Department of the Army, dated 11 March 2003, outlining the specific timelines, steps, and responsibilities for the move of civilian APF and NAF employees to IMA.

The national unions were briefed on 8 May 2003 to update union representatives on the status of the move of the garrison workforce to IMA. The representatives were informed that their local unions had the opportunity to request impact and implementation bargaining on the decision to realign. By the end of FY03, bargaining had been completed at 66 installations, with negotiations ongoing at four additional locations. This action was a major success story.



## Army Continuing Education System (ACES) Manpower Survey

The Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA M&RA) and Personnel Command (PERSCOM) directed and funded a new ACES Manpower Study in FY03. Manpower teams surveyed a cross-section of headquarters, to include PERSCOM and regions, and Army Environmental Centers in CONUS and OCONUS. This review included installations that have undergone staffing changes in the wake of A-76 commercial activities studies. For the first time, the study captured work performed by contractor personnel.

An updated staffing standard will result from the manpower analysis. The standard will be vital to answering questions about future manpower requirements, and will be an important factor in determining appropriate resources needed to conduct the Army Continuing Education System. The manpower analysis will also be important to IMA in the evaluation of Common Levels of Support provided on the installations.

## Military Personnel Strength

The establishment of IMA required the transfer of 119 Unit Identification Codes (UICs) from 15 MACOMs. The total transfer was composed of 878 officers and 6,545 enlisted authorized positions for a total of 7,423. IMA's Military Personnel Branch (Human Resources Division) worked closely with MACOMs and Human Resources Command (HRC) to identify and transfer the military personnel associated with these positions in order to acquire a proper level of fill. By the end of FY03 IMA was at 87% fill of its authorized positions, with 850 officers and 5,631 enlisted personnel assigned for a total of 6,481.

## One-Stop Processing

IMA initiated a study concerning the status of centralized in/out processing at Army installations. Initial findings indicated no established standards for one-stop processing and that centralized processing varied at the Military Personnel Detachments (MPDs) in CONUS and OCONUS.

The IMA Personnel Services Team (PST) developed three levels of standard services. The standards provide a framework for installation and community staff agencies in support of Soldiers and families for centralized processing. Using the standards, regions surveyed their garrisons to determine the level of service they provided. Based on the data analysis, garrison MPDs are providing an acceptable level of one-stop processing for Soldiers and families.





# Human Resources



## Installation Command Roles

General Orders No. 4 establishes the Installation Management Agency (IMA) as a Field Operating Agency of the Office of the Assistant Chief of Staff for Installation Management (OACSIM) to “manage installations and installation services.” IMA’s official activation produced new reporting and command relationships and highlighted existing confusion surrounding execution of certain installation command functions.

The Director, IMA, chartered a cross-functional task force, with membership from G1 (Army Personnel), OACSIM, Army Staff Management College, and Headquarters IMA, to review installation command responsibilities. The team defined the terms: Senior Mission Commander (SMC), Installation Commander (IC), and Garrison Commander (GC) for instituting into Army doctrine.



## Rating Schemes

The activation of the Installation Management Agency (IMA) called for new rating chains and evaluation requirements at Army installations within IMA’s seven regions as well as for personnel assigned to the region offices.

Rating scheme templates illustrate the requirements for Colonel (COL) and Lieutenant Colonel (LTC) garrison commanders in CONUS and Area Support Group (ASG) commanders/Base Support Battalion (BSB) commanders in OCONUS for Army installations. New rating schemes direct COL / LTC garrison/ASG commanders be rated by their respective region director and senior-rated by the installation/senior mission commander while BSB commanders are rated by the ASG commander with region directors as intermediate raters and installation/senior mission commanders as senior raters.

IMA region directors are rated by the Director, IMA, with the Assistant Chief of Staff for Installation Management (ACSIM) as the intermediate rater, and the Assistant Secretary of the Army for Installations and Environment (ASA I&E) as the senior rater.

Standardized rating schemes provide supervisory chains to guarantee consistent evaluations of personnel across the installation management arena.

# Business Results



## Resource Management

FY03 was a year of transition in Resource Management. The Installation Management Agency (IMA) assumed responsibility for managing over \$8 billion funds previously managed by the Major Army Commands (MACOMs).

## Funds Control and Stewardship

Prior to the implementation of the IMA, funds control and management were handled by the Department of the Army Budget Office (ABO) through 15 major commands to over 60 separate organizations. IMA was established to improve the stewardship of base support funds and simplify the process. The goal was to have IMA control funds, management and distribution directly to the installations.

### **FY03 steps implemented to ensure a smooth transition with clear responsibility:**

Base Support Funds were fenced and approval from Headquarters, Department of the Army was required to move funds from Base Support to Mission.

Headquarters, Department of the Army, gave operational control of Base Support Funds to the Installation Management Agency.

MACOMs performed as "bankers" for the Installation Management Agency. They administered Base Support Funds for the garrisons that they previously managed, but at the direction and in coordination with the Installation Management Agency.

IMA provided a funding letter to the MACOMs stating the allocation of Base Support Funding for each Garrison/Army Support Group (ASG).

IMA directly managed and controlled the funds for the headquarters and the regions.

IMA-ONLINE, a web-based resource management tool, was selected for funds control and management.

## IMA Operations Maintenance, Army (OMA) FY03 Execution

With the assistance of the MACOM "bankers," IMA was able to effectively execute over \$6 billion in Operations Maintenance, Army funding and over \$1 billion in Army Family Housing (Operations) funding.

## Highlights of FY03 Operations Maintenance, Army (OMA) Program

FY03 year-end IMA was \$509 million above funding letter mark – increases include:

- \$127 million for contract guards
- \$100 million for force protection projects
- Mid-Year Review – AMC (\$26 million), MED-COM (\$19 million)
- Hurricane Isabel - \$11million / Korea Typhoon \$3 million
- Barracks Upgrade Program – year end \$7 million (Fort Stewart)
- Other Minor Programs - \$10 million

## Highlights of the FY03 Army Family Housing (Operations) (AFH (O)) Program

Worked initial IMA Mid-Year Review Process for Prioritization of Projects

– Updated for Year-End

Redistributed a total of \$104 million: \$42 million at mid-year; \$53.9 million from Post Realignment Europe; \$4.6 million for Hurricane Isabel; and \$3.5 million for Year-End FY03 Year-End - Distributed \$3.5 million

## Transitioning accounting records to prepare IMA for full operation in FY04

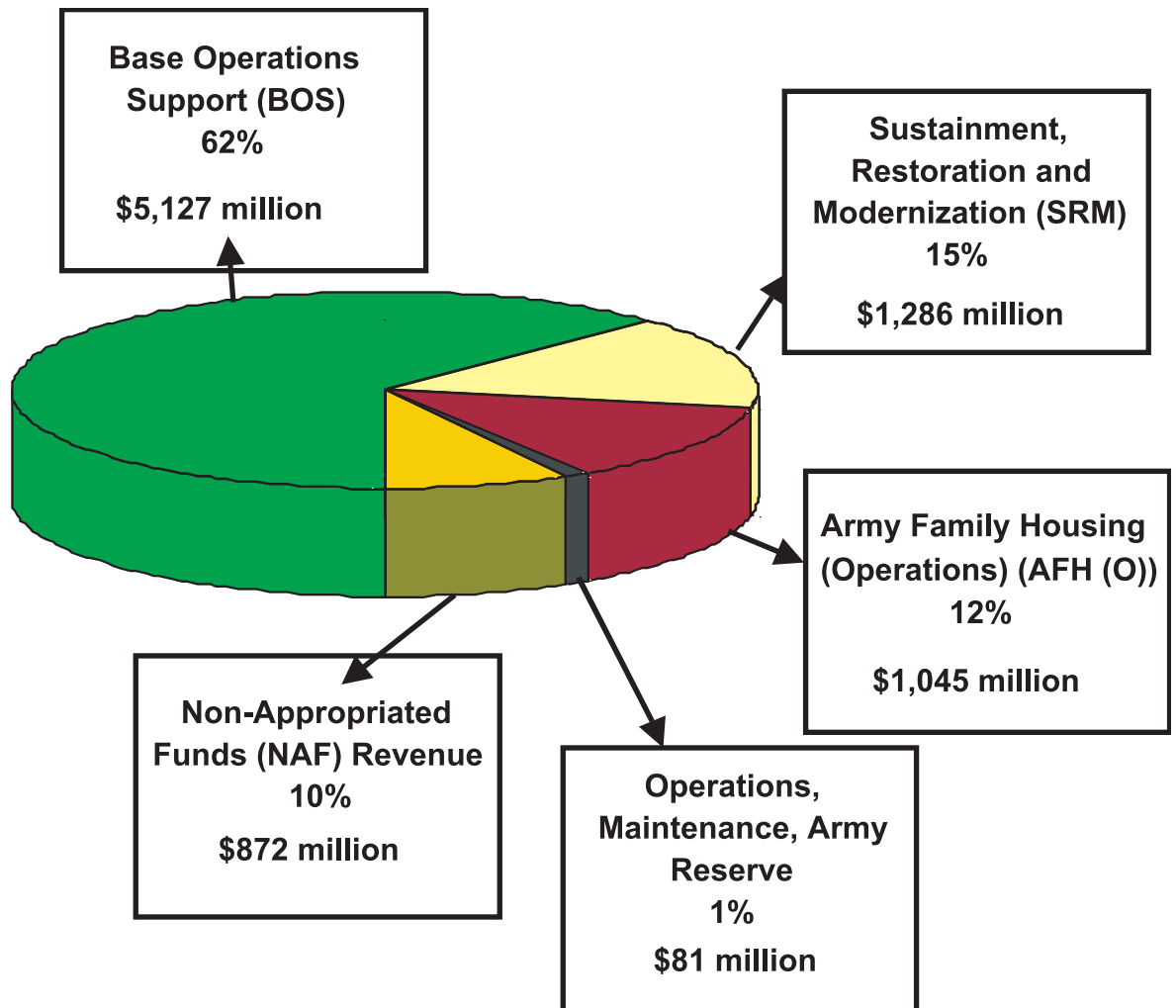
FY03 saw much transition in accounting support. The concept plan for garrison resource management operations provides key resource management transitioning responsibilities, tasks and milestones staffed with the garrisons and regions and comments incorporated issued to garrison commanders on 15 July 2003. Specific guidance was provided in the areas of:

- Civilian pay conversion
- Delegation of authority
- Travel/credit card



# Business Results

## Fiscal Year 2003 Funding



***TOTAL = \$8,411 million***

### Resource Management Definitions:

**Base Support** = Base Operations Support (BOS) + Sustainment, Restoration and Modernization (SRM) + Facility Demolition/Disposals

**Base Operations Support (BOS)** = Base Operations (BASOPS), Family Programs, Base Communications, Audio Visual, Environment, Anti-Terrorism/Force Protection

**Non Appropriated Funds:** Income generated from Morale, Welfare and Recreation Activities and Civilian Welfare Fund to include Army and the Department of Defense



## IMA – KEY ENABLER OF THE WARFIGHT

In FY03 IMA demonstrated to the Army's warfighting commanders that they could focus on the front, knowing that IMA has the mission of managing the installations, supporting the mission, and caring for all those who remain in our installation communities.

Well before IMA's 1 October 2002 official activation, headquarters and region functionals began mapping out plans to support the warfighter. The operations division worked on "organizing for battle" by writing Initial Operating Instructions (IOIs), recommending mission statements and mission task lists and distributed interim guidance on planning and reporting procedures. IMA also started the process for obtaining appropriate communication capabilities to ensure the same situational awareness as our supported commanders.

### **"HANDS ON" ORDER OF MAGNITUDE**

From garrison to headquarters, IMA Soldiers and civilians are key enablers of the Army's primary mission to fight the Nation's wars. The IMA "stay home team" gallantly rose to the challenge of facilitating unprecedented levels of deployments while accommodating mass mobilization densities.

IMA supported mobilization, training, validation and deployment of over 149,000 Reserve Component Soldiers for Operation Iraqi Freedom. This included 10,500 CONUS support base; 3,900 training support personnel and 200 CONUS replacement center support personnel. Likewise, IMA processed and deployed 4 Active Component Divisions and 5 separate Brigades.



IMA took on the "herculean" effort of billeting over 149,000 mobilized Reserve Component forces without resorting to tent cities.

Mobilization support included receiving, processing and shipping over 11,000 rail cars of Active Component/Reserve Component unit equipment.

IMA was also successful in cross-leveling equipment between installations. The IMA regions facilitate requirements for equipment by analyzing inventories within the region and then transferring available assets to those in need. In support of GWOT, this translated into 12,000 sets of Desert Camouflage Uniforms (DCUs) of which IMA delivered 11,000 DCUs to the 2nd Armored Cavalry Regiment in 72 hours. In addition, IMA facilitated the acquisition and distribution of 1,781 Personal Armor System – Ground Troops (PASGT) and 30,730 outer tactical vests.

IMA also supported port operations to move equipment to the battlefield. IMA supported I Corps, 18th Airborne Corps, III Corps and V Corps with 247 shiploads departing Bremerhaven, Corpus Christi, Jacksonville, Beaumont, Charleston, Savannah, Philadelphia and Wilmington. IMA's role in supporting these operations allowed commanders to focus on warfighting as they deployed to the field. The IMA team also supported the deployment/redeployment of 10,303 individual replacements, civilians and other non-unit related personnel through 3 CONUS replacement centers.

At the behest of HQDA G3, IMA established an Executive Deployment Center at Fort Belvoir to support office reconstruction and humanitarian assistance, processing an estimated 20,000 personnel destined for the Office of the Coalition Provisional Authority in Iraq. Within one short year of operation IMA responded to warfighting and training missions decisively, supporting the needs of a contemporary expeditionary force.



# Business Results



## **Operations/Mobilization(Ops/Mob)**

The Operations/Mobilization team led the complex and overarching mission to restructure 16 Garrison Support Units (GSUs). The Director of Army G3-Force Management directed IMA to facilitate the review and possible restructuring of the GSU's. Since the U.S. Army Reserve Command actually "owns" the GSUs, the team worked together to ensure issues and proposals for restructuring received unanimous support from all parties concerned before submission to Headquarters, Department of the Army (HQDA).

## **Contract Security Guards**

In FY03 IMA established a multi-phased program and led the way in establishing contracts for security guards at 20 IMA installations throughout the Continental United States (CONUS). This completed phases I and II of the IMA Contract Security Guard Program to replace Soldiers on the gates and free them up to support the warfighting units.

## **Airfield Operations**

IMA Headquarters and regional Airfield Operations staff, the Airfield Functional Proponent, and United States Air Force (USAF) Flight Standardization Agency devel-

oped a "Way Ahead" plan for Army airfields. This plan relates to goals established in the IMA Strategic Plan and outlines the scope and complexity of airfield management. The "Way Ahead" plan includes 13 interrelated actions regarding airfield operations. The plan was posted on the IMA Airfield Operations AKO (Army Knowledge Online) website to ensure transparency. This is a living document and, as such, is modified as required. It forms the basis for IMA Airfield Operations Procedural Guidance.

## **Furniture Management Initiative**

In January 2003, the HQ IMA logistics branch began a furniture asset management initiative. In June 2003, Headquarters, Army Contracting Agency (ACA) and ACA Southern Region Contracting (ACASRC) partnered with HQ IMA and effectively met the requirement of obligating funds by the end of FY03 through the use of a Blanket Purchase Agreement (BPA). This acquisition action culminated in the issuance of delivery orders with a total obligation of \$687,900 against a BPA for furniture repair at seven CONUS installations. Concurrently, ACASRC issued a contract awarding a furniture asset management study in the amount of \$148,500.

# Business Results



## MILITARY CONSTRUCTION & PUBLIC WORKS & HOUSING

### MCA Project Prioritization

During FY03, the prioritization model for BASOPS MCA projects was completed and a consensus on the process to submit MCA lists was achieved: installations will send to regions; regions will consolidate and send to IMA; IMA will sort and send a mission list to MACOMs (MACOMs will prioritize) and IMA will send a BASOPS list for MACOM input. IMA also defined proponentcy as it relates to Military Construction (MILCON) advocacy for a project or a program. The project proponent is the advocate who determines the requirement and defends the project. A program proponent is the advocate who prioritizes a set of projects.

### Utility Privatization

During FY03 IMA completed 108 utility system evaluations. Additionally, IMA closed requests for proposals or exempted 209 systems, nearly two-thirds of the total, and made 116 source selection decisions. IMA continues to work with the Assistant Chief of Staff for Installation Management (ACSIM) and with the Assistant Secretary of the Army for Installations and Environment (ASA I&E) to implement Army guidance and provide support to installations on execution of utilities privatization.

### Military Construction (MILCON)

IMA has a significant effect on the overall MILCON process. MILCON projects are considered in two categories: 1. mission (or tenant sponsored) and 2. support. Mission projects include warehouses, laboratories, ranges, maintenance facilities, etc. Support facilities include fire stations, gymnasiums, administration buildings, utility improvements, etc. The installations will submit mission projects to the respective tenants' mission Major Commands (MACOMs) for prioritization. Support projects will be prioritized in the IMA chain of command, and then forwarded to Headquarters, Department of the Army (HQDA) for final approval and programming. Each major command still influences the MCA program in category and number of mission projects submitted to HQDA. MACOMs also ensure that submitted projects are in the best interest of supporting missions. The most prominent effect is on the documentation process. Formerly, major commands oversaw the programming, prioritization and documentation development for every



project for their respective installations. With the inclusion of the IMA regions in the certification process, there is a standardization of documents and a quality control check completed at the IMA region for all projects submitted to HQDA. Each region is responsible for validation and completeness of forms. The IMA region is the final stop in the documentation process prior to the forms reaching HQDA. Improved documentation will provide quality projects with good scope definition and cost estimates, which can be completed on schedule and within the programmed amount. Finally, each IMA region will assume the primary oversight and programming responsibilities for the MILCON program formerly provided by the MACOM engineering staffs.



The IMA Flag



## Facilities Reduction Program

Eliminating excess facilities and infrastructure represents the greatest potential in reducing fixed installation costs. For several years now the Army has not funded the maintenance of excess facilities and has pursued an aggressive Facility Reduction Program (FRP) resulting in the reduction of 53 million square feet of buildings. Improving the compliance posture of the FRP was a major objective during IMA's first year. To this end, the data was analyzed in the fourth quarter to identify consolidation opportunities. For FY04, IMA will execute centralized demolition contracts.

## ENVIRONMENT

### Taking Care of the Environment

The Installation Management Agency is an advocate of installation environmental program needs. IMA ensures consistent and effective implementation of the extensive environmental programs managed on installations, ranging from endangered species to storm water to hazardous waste. Responsible environmental stewardship, focused on Army and federal government regulation compliance, as well as proactive management, is a critical aspect of

our public responsibility and is crucial to the long-term viability of our installations. As such, effective environmental program management is at the forefront of Installation Management Agency efforts.

### Environmental Program Requirements Report Review

HQ IMA performed the first-ever comprehensive reviews of the Environmental Program Requirements (EPR) report. HQ IMA performed the review of all legally mandated projects by bringing together representatives from the regions, Army Environmental Center, and HQ IMA Staff to develop expert media teams. The HQ IMA staff reviewed program management and recurring projects in a week-long effort. Issues requiring clarification were addressed during the review by Office of Director of Environmental Programs (ODEP) who strongly supported the review. This effort included over 5,700 projects reviewed and resulted in approval of approximately \$495 million in requirements that were then forwarded to ODEP for inclusion into the build of future budgets. The close scrutiny of the projects has increased the program's credibility to Army leadership.





## U.S. Army Reserve

The Army Reserve Office transferred to HQ IMA on 1 October 2002. As a result there was no major mission change and the Army Reserve Office continued to provide and maintain facilities and other associated real property infrastructure for the Chief, Army Reserve.

During fiscal year 2003 the Army Reserve Force began a transformation process called the Federal Reserve Restructure Initiative, which is in response to Army Transformation. Under this change there are six imperatives that the Army Reserve will accomplish: 1. fix the hollow force structure; 2. build rotational depth; 3. create a command and control environment that produces ready Soldiers and units; 4. establish human resources life cycle management; 5. maximize individual capabilities; and 6. re-engineer mobilization. Consequently, the Installation Management Agency Army Reserve Office also began its process of transforming Base Operations to support the new Army Reserve initiative. Necessary goals were established such as: providing facilities and real estate that enhance training and readiness; delivering total quality support for life cycle management; incorporating sound environmental principles and practices; foster an increased climate of cooperation within the Army and Army Reserve; eliminating inefficiencies and striving to become the best Base Operations provider. The Global War on Terrorism (GWOT) will continue to shape the way IMA does business.



## U.S. Army National Guard

The Army National Guard (ARNG) assigned a liaison officer (LNO) to HQ IMA to begin coordination between the National Guard Bureau and IMA. Since that time, the ARNG LNO and various HQ IMA offices have addressed reserve component issues ranging from reimbursements for training at IMA installations for ARNG soldiers to state-managed National Guard Training sites for active component and U.S. Army Reserve (USAR) Soldiers. With the major changes in real property accounting promulgated by Department of Defense, the NGB LNO facilitated coordination between the National Guard Bureau Installations Division and HQ IMA Public Works branch to address inventory changes for ARNG facilities on IMA installations. This resulted in a refinement of data to justify facility sustainment requirements for both the ARNG and IMA installations.



## Morale, Welfare, and Recreation (MWR)

FY03 was a challenging year for MWR. Deployments associated with Operations Iraqi Freedom and Enduring Freedom challenged the MWR delivery system at the garrison level. MWR program managers reacted professionally and effectively to the turbulence of a deployment environment by providing quality family support for those left behind and by making corrective business adjustments to minimize the negative effect on Non Appropriated Fund (NAF) financial results. Net revenue for the year declined by \$12.4 million (1.6%) to \$872 million in FY03 from \$885 million in FY02. In spite of the revenue drop, MWR managers achieved a Net Income Before Depreciation (NIBD) of \$103.7 million, which was 12.1% of net revenue. The goal for the NIBD percentage in any year is to exceed 8%. NIBD is critical because it is used to recapitalize MWR programs and facilities at Army garrisons.

During FY03 MWR program managers efficiently executed appropriated fund resources. Commanders across the Army provided additional funding from traditional and Global War on Terrorism sources. This allowed Recreation, Army Community Services and Child and Youth services managers to execute funding at above 100 percent levels and to distribute additional funding to key programs. MWR has obtained legislation to implement



the Uniform Funding and Management (UFM) initiative, which is the merging of appropriated funds and non-appropriated funds for the purpose of providing all MWR services under NAF financial rules and procedures. This will facilitate streamlined personnel procedures, simplified financial reporting and management, and more efficient procurement services for MWR. Planning is currently underway to test the process beginning 1 October 2004.





# Stalwart Award



(Left to Right) Mr. Philip E. Sakowitz, Dr. Mario P. Fiori, MG Anders B. Aadland and CSM Debra L. Strickland at the 2003 Army Department of Public Works (DPW) Worldwide Training Workshop. IMA leadership recognizes Dr. Fiori, the Assistant Secretary of the Army for Installations and Environment, by presenting him with an IMA Stalwart Award to show appreciation for his steadfast support and strong leadership in transforming installation management.

## Stalwart Award

The name "Stalwart" describes, by definition, the characteristics of those who have made IMA a success. A Stalwart is an individual marked by outstanding strength and vigor of mind, body and spirit -- someone who understands the needs of their IMA organization and moves out aggressively to fill them. Through the selfless dedication and perseverance of great people, the Installation Management Agency was formed, activated and launched into its first year of operation. To acknowledge performance that promoted the IMA mission and vision, the Director, IMA established the IMA Stalwart Award. The award recognizes outstanding military, civilian, contractor, and local national personnel on an annual basis. This recognition is designed to establish the benchmark for excellence in IMA individual performance.

The award nominees were selected from a potential 70,000 employees. They were recognized by their garrison commanders because they, more than any other, embodied the spirit and vision of the new agency.

Three nominees from each region and nominees from the Headquarters and region office staffs were considered for the award, a total of 34 nominees in all. These nominees included military officers and enlisted personnel, local national employees, contractor employees, and civilian employees from a wide array of grade and series. The award pool was also indicative of the diversity of IMA employees. From the nominees, the Director, IMA selected eight individuals as awardees for the year. The award period was from October 2002 to July 2003. The awards were presented at the Garrison Commanders Conference. To characterize their achievement, those selected as IMA Stalwart awardees received an IMA Stalwart Award medallion and case. The medallion was specially crafted to symbolize the IMA motto "Sustain, Support and Defend." The award will be given annually and will be presented at future Garrison Commanders Conferences. All after action reviews indicated that the establishment and presentation of this award was extremely successful as a motivational event and will be a standard for achievement in future years.

# Installation Management Agency



## Korea Region

### Europe Region



**PATRICIA SIMOES**  
221st Base Support Battalion,  
Public Affairs Specialist



**MICHEL LAURENCEAU**  
Department of Public Works, Western  
Corridor, Republic of Korea, Director of  
Public Works

### Northeast Region



**BUTCH GRZANKA,**  
Directorate for Installation  
Operations, Aberdeen Proving  
Ground, Maryland, Operations Officer

### Northwest Region



**WILLIAM J. BYRNE**  
Fort McCoy,  
Military Personnel Management  
Officer

*The Stalwarts of IMA for 2003 set the example of selfless service and dedication to excellence. From a group of 34 Stalwart candidates, nominated by their garrison commanders or division chiefs, and endorsed by their region directors or Headquarters command staff, eight individuals were selected to receive the IMA Stalwart Award for 2003. These individuals exhibited the highest standards of performance, promoted the IMA mission and vision, and were above all, an inspiration to others.*

### Southeast Region



**DARRELL G. BREWER**  
Office of the Commander, Redstone  
Arsenal, Alabama, Deputy to the Garrison  
Commander

### Southwest Region



**GLADYS YOSHINAK**  
Directorate of Logistics, III Corps,  
Fort Hood, Texas, Supervisory  
Traffic Management Specialist

### Pacific Region



**JOHN J. CURRY**  
U.S. Army Garrison Alaska,  
Director of Community Activities

### Headquarters and Region Staff



**KAREN PERKINS**  
Human Resources Division, Northeast  
Region, Human Resources Specialist



## **Distinctive Unit Crest      Shoulder Sleeve Insignia**

Scarlet is the color traditionally used by support units, with which the Installation Management Agency (IMA) is associated. The chain links signify durability, while the ring denotes continuous service. The combination of the chain links and ring symbolize the Installation Management Agency's continuous worldwide support to all the Soldiers, civilians, their families and units. The swords refer to teamwork and the focus on preparing and training soldiers for combat - to defend and protect. Green, associated with the agency's parent organization - Assistant Chief of Staff for Installation Management - represents the IMA's stewardship of installations. Yellow reflects the high honor and values of IMA. Black reflects the Agency's determination to execute their missions to support the garrisons throughout the Army.

**SUSTAIN SUPPORT DEFEND**



## **Installation Management Agency**

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